



22

COMMUNITY
MITIGATION
FUND

___ check if a joint application

**Appendix E – Workforce Development Application BD22-
1068-1068C-1068L-68403**

Please complete the entire Application.

1. PROJECT INFORMATION

a) NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT AND VENDOR CODE

Holyoke Community College (HCC) is applying for a regional collaborative that includes Springfield Technical Community College (STCC) and the Springfield Public Schools (SPS).

VENDOR CODE: VTHCCFUND900

b) PROJECT NAME (LIMIT 10 WORDS)

Work Ready 2022

c) BRIEF PROJECT DESCRIPTION (LIMIT 50 WORDS)

Work Ready 2022 is an enhancement of the collaborative effort of HCC, STCC, and SPS to provide a continuum of adult education, career readiness, and occupational training to connect un- and underemployed residents to education, training, and employment opportunities to meet the workforce needs of MGM Springfield and the region.

d) CONTACT PERSON(S)/TITLE (Persons with responsibility for this grant)

Kermit Dunkelberg, Assistant Vice President for Adult Education and Workforce Development, HCC

e) PHONE # AND EMAIL ADDRESS OF CONTACT PERSON(S)

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f) MAILING ADDRESS OF CONTACT PERSON(S)

Holyoke Community College, 303 Homestead Avenue, Holyoke, MA 01040-1091

2. IMPACT DESCRIPTION/CONNECTION TO GAMING FACILITY

2. IMPACT DESCRIPTION/CONNECTION TO GAMING FACILITY

A. Please describe in detail the impact that is attributed to the operation of a gaming facility.

The conditions that led to the *Work Ready* collaboration among HCC, STCC, SPS, and MGM Springfield persist and have been exacerbated by the ongoing pandemic.

Massachusetts Labor Market Data (<https://lmi.dua.eol.mass.gov/LMI/MapForData>) shows a drastic change in labor force participation and unemployment in one year in the Hampden County Workforce Development Area. In December 2019, the labor force was 231,489 people with a 3.4% unemployment rate; in December 2020, over 12,000 individuals had left the labor force (218,816) and the unemployment rate had risen dramatically to **8.9%**. In December of 2021 (most recent data available), the labor force rose to 226,557 people with a **6.4%** unemployment rate. In the MGM host city of Springfield, these numbers are more dire. From December 2019 to December 2020, the labor force decreased by about 1,800 individuals (from 65,208 to 63,360) and the unemployment rate rose to **12.2%** from 4.3%. In November of 2021, the labor force increased from 63,360 individuals to 64,846 individuals and the unemployment rate fell to **8.8%**, down from **12.2%**. Despite this positive trend, more action is necessary to decrease the unemployment rate in the host city of Springfield, MA.

The *2019: American Community Survey 1-Year Estimates* tables from the U.S. Census for the City of Springfield show the great number of residents who have been held back from attaining education, especially for Latinx residents over age 25:

Population 25+	94,018	
Less than 9th grade education	8,260	8.8%
9th to 12th grade, no diploma	10,392	11.1%
High School Graduate or equivalent	34,094	36.3%
Some college, no degree	18,087	19.2%
Associate Degree	7,409	7.9%
Bachelor's degree	9,364	10.0%
Graduate degree+	6,402	6.8%
Educational Attainment Age 25+ by Race/Ethnicity		
White alone	60,616	
High school graduate or higher	47,954	79.1%
Bachelor's degree or higher	9,491	15.7%
White alone, not Hispanic or Latino origin	32,303	
High school graduate or higher	29,251	90.6%

Bachelor's degree or higher	7,898	24.4%
Black alone	18,968	
High school graduate or higher	17,176	90.6%
Bachelor's degree or higher	3,931	20.7%
Hispanic or Latino origin	39,253	
High school graduate or higher	26,419	67.3%
Bachelor's degree or higher	2,710	6.9%

Low literacy has devastating effects for the economy:

- Low literacy costs the U.S. 225 billion dollars or more each year in non-productivity in the workforce, crime, and the loss of tax revenue due to unemployment. (<https://prolitteracy.org/Resources/Adult-Literacy-Facts>)
- Children whose parents have low literacy levels have a 72% chance of being at the lowest reading levels themselves. (Ibid.)
- More than 1 million workers (1/3rd of the working population) in Massachusetts lack basic skills. (<https://mblc.state.ma.us/programs-and-support/adult-literacy/problem-in-mass.php>)
- Of those adults, in Massachusetts, with below basic skills, 52% are unemployed. (Ibid.)

People with low literacy rates tend to live in poverty, be unemployed and unemployable. The effect of this on the economy of the Commonwealth could be dire. High unemployment and poverty rates make the need for permanent employment critical for Springfield and Hampden County residents. The region's workforce faces education, social, cultural, and support system barriers that prevent them from meeting job requirements.

All jobs available on the MGM Career Launch Website require a minimum of a high school diploma or equivalent. Unfortunately, over 18,000 people of the population of adults over age 25 in Springfield (as seen in the above table) do not have a high school diploma. The need for employment is high, but the lack of workforce readiness poses a real issue for these individuals.

Several barriers identified by MGM Springfield include a lack of interview/personal presentation skills , incomplete applications, **lack of sufficient digital literacy skills to apply and interview online**, little to no previous work experience, lack of high school credentials, and limited English proficiency. Barriers to employee retention are also an issue. Individuals in entry-level positions were found to lack dependability, reliability, and proper workplace etiquette.

These factors have only been exacerbated by the pandemic. As the Pioneer Valley labor Market Blueprint (updated in 2020) noted:

*"Due to the COVID-19 pandemic, the unemployed labor pool has increased exponentially in the region with a **total number of unemployed at 50,723** at the end of April 2020 (Burning Glass/Labor Insights Local Workforce Demographics - Hampden, MA, Hampshire, MA, Franklin, MA). This is a total number, and a percentage may only be furloughed and may return to work.*

*The distribution of these individuals shows **approximately 32% in the 16 to 24 age group. Of this group, the highest concentration of unemployed (57%) have an educational attainment of less than a high school diploma. The second highest, at 16.9%, is the 25 to 34 age group. Of this group, the highest concentration of unemployed (41%) have the educational attainment of less than a high school diploma. These two age groups are a significant point of emphasis for labor pool and talent pipeline considerations (10).***

In addition, the updated 2020 Pioneer Valley Blueprint identifies a Supply Gap of 325 (.43 ratio) for Restaurant Cooks.

The pandemic has only exacerbated the opportunity gap that exists for adults who lack a *high school credential, job readiness skills, digital literacy skills, and technical skills*. Too often, an adult who lacks a high school credential almost by default lacks the other skills as well, and the means to attain them. The majority of those without a high school credential are Latinx.

Prior to the pandemic, the presence of MGM Springfield in the region has had a positive impact on the workforce opportunities for underrepresented groups in the affected area. MGM has done well meeting its commitments to the diversity hiring requirements of their Community Agreement. According to data from the MGM's Q3 2020 presentation to the Mass Gaming Commission, diversity and local hiring outcomes are: Springfield Residents: 39.6%; Minority: 55.7%; Women: 41.6%; and Veteran: 7.0%.

Through extensive outreach into the community, partnership with HCC, STCC, SPS, community-based organizations, MassHire partners and strategic regional pipeline initiative, MGM Resorts Springfield has helped define Work Readiness for the region with greater clarity.

MGM **Resorts Springfield** Human Resources and Talent Acquisition staff have been generous in contributing their expertise to the design and delivery of the Work Readiness components of previously funded HCC-STCC-SPS Work Ready projects, as well as many other workforce development initiatives in the region, including the HCC- STCC Department of Higher Education-funded TRAIN (Training and Internship Networks), Job Readiness FY2019 and 2020 projects, HCC ESOL Culinary training programs, Springfield Works Cross-Sector initiatives, and more. They have also participated in recruitment sessions, provided information sessions on career opportunities at MGM, and led workshops on online interviewing, giving trainees access to their online HireVue system for mock interview sessions, with individual job seeker feedback. MGM has been in regular contact with the project partners throughout the pandemic, constantly updating us as curfews, gathering restrictions, vacancies, furloughs, and layoffs occurred.

MGM's presence in the region has reinforced and clarified many of the major barriers to employment in the region, while also providing new opportunities for those who can overcome these barriers:

- Lack of a high school credential (a requirement for all positions at MGM Resorts Springfield)
- Career Awareness
- “Soft Skills” (21st Century Skills)
- Digital Literacy skills (due to the pandemic, MGM went to a remote hiring and interview process for the initial stages of all positions – they have informed us that these changes will be permanent).
- Knife Skills – cook positions remain the greatest need at MGM Springfield. The number of applicants with adequate basic Knife Skills has been a perennial gap.

Partners have been innovative in adapting their programming to online or hybrid formats during the pandemic and will continue to do so as needed. According to the American Community Survey 2020, 11.2% of households in Springfield do not own a computer, and 22.2% lack broadband access. In addition, those households with computers and internet access may rely on shared devices (some lent through the public schools), and adults’ digital literacy skills are often a barrier, in addition to access. The pandemic has deepened the digital divide in our region between those with access and ability to use technology, and those (often people of color) who do not. No matter how slow or rapid the emergence from the pandemic – and attendant reopening of jobs at MGM – is, un- and underemployed residents of Hampden County will have both the need and the opportunity to position themselves for careers by completing their High School Equivalency, gaining Career Readiness and digital literacy skills, and gaining technical skill mastery to meet the needs in the primary occupational gap in MGM’s workforce – lack of qualified cooks.

B. Please provide specific documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact. (i.e.: surveys, data, reports)

The potential impact of the proposed project is to mitigate existing education and training gaps that existed prior to MGM Resorts coming into the region, **and present challenges to MGM’s ability to source talent**. The hiring practices and community outreach of MGM, along with the collaborative work of the partners, have had significant impact. These efforts have been set back by the pandemic, and the region is now positioning itself to recover as the Commonwealth reopens. As noted in question 2a), MGM has largely met its local and diversity hiring requirements.

C. Please demonstrate the significance of the workforce need faced by the region, related to the operation of a gaming establishment.

The **Work Ready** partnership’s emphasis on High School Equivalency, job readiness, digital literacy skills, and culinary skills are substantiated by the MassHire Workforce Board Pioneer Valley Blueprint of 2018 and subsequent 2020 updates.

Work Readiness gaps and talent shortages have been so endemic that the 2018 Blueprint identified the *“the top 3 challenges facing the region’s business and industry over the next five years”* as:

1. Attracting and retaining a sufficient number of skilled and/or educable employees at all levels;
2. Talent shortages....and development and implementation of creative workforce development strategies; and,
3. Sustaining/expanding business growth will require more investment in systems critical to supporting the needs of workers, including transportation, housing, childcare, education, employment services, and job training.”

As noted in question 2a above, in a post-COVID update, the Blueprint emphasized the high correlation between unemployment and lack of a high school credential.

We fully recognize that the need for Line Cook training will be dependent upon COVID conditions. As the Pioneer Valley Blueprint states regarding Accommodation and Food Services: *“Demand will rebound from current COVID-19 high unemployment levels, however, should social distancing become a long-term institutionalized practice, employment needs will not return to BC levels”* (37).

With more residents receiving vaccinations, COVID conditions are likely to improve. MGM anticipates at least 70 openings overall in the coming year, with at least 25 openings for cooks, 10 openings for Kitchen Stewards, 15 openings for food runners, 5 openings for food servers, 10 openings for fountain workers, 5 openings for host persons. Additionally, the MassHire Workforce Board projects over 500 additional openings for restaurant cooks projected for the region.

Burning Glass data obtained from the MassHire Hampden County Workforce Board on January 25 shows a similar gap with 580 postings for Cooks, and 1085 postings for Combined Food Preparation and Serving Workers in the workforce region of Hampden, Hampshire and Franklin Counties.

Accommodations and Food Services	SOC Code	Employment 2018	Employment 2028	Projected 2018-2018 growth (EMSI Burning Glass %)	Annual Job Listings (EMSI- Burning Glass 2020-2021)
First Line Supervisors of Food Preparation and Serving Workers	351012	1923	1984	5.2	500
Cooks, Restaurant	352014	2300	2618	15.6	580
Bartenders	353011	2236	2273	3.6	196
Combined Food Preparation and	353021	5592	6092	10.8	1085

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Serving Workers, Including Fast Food					
Waiters and Waitresses	353031	5227	5256	1.3	512

At the present time, MGM does not plan to reopen the Gaming School (a focus of prior year requests to the Gaming Commission) and anticipates that even if the Resort can return to full capacity, they will have a sufficient workforce in this area through rehires.

The updated 2020 Pioneer Valley Blueprint listed the following vacancies in the Culinary industry (42), which in part shows that there are more openings for cooks than qualified applicants:

Accommodation and Food Services	Supply: Short-Term	New Demand and Measure	Supply Gap	Supply Gap Ratio	Annual Wages	More Openings than Qualified
Cooks, restaurant	168	238	-70	.71	\$22,566	Yes

D. How do you anticipate your proposed remedy will address impact?

MGM Springfield, along with other hospitality-based employers in the area, have had a difficult time attracting work-ready individuals for entry-level positions. Additionally, there is a high turnover rate in this industry, with ongoing job vacancies due to poor attendance/termination (especially in the culinary field). Poor attendance has been attributed to childcare issues, varying shifts, and the lack of public transportation during late shifts, making transportation an issue for workers commuting to/from work via public transportation.

The proposed workforce development project will address this impact by providing a combination of high school equivalency, work readiness preparation, and occupational skills training to help the unemployed and underemployed take advantage of the employment opportunities available in the marketplace and at MGM Springfield now and in the future. **Work Ready** addresses the needs of individuals and guides them through a career pathway to help them become valuable candidates for employment, advance to better jobs, and enhance their quality of life. This program will provide low-skilled, low-income adult students with a wide variety of resources depending on their individualized needs.

The *Work Ready 2022* partners will work collaboratively, with each partner addressing one of the four key gaps:

- Springfield Public Schools - Ahead of the Game: High School Equivalency
- Springfield Technical Community College - Hampden Prep: Career Awareness/"Soft Skills" (21st Century Skills)/Digital Literacy skills
- Holyoke Community College: Line Cook training

3. SCOPE/PROPOSED USE OF WORKFORCE DEVELOPMENT FUNDS

A. Please provide a brief summary of the scope/proposal, including the amount requested. In determining the funding request, please round up to the nearest hundred dollars.

The core partners in the *Work Ready* collaborative will develop and enhance our pipeline of High School Equivalency, Job Readiness/Digital Literacy, and Line Cook training, essential certifications, and additional support services to create a stronger pathway across the partnering organizations. The goal of this work will be to fill MGM Springfield's anticipated 70+ job vacancies in FY23, as well as the vacancies at other establishments across the region impacted by the 2018 opening of the casino.

What follows is this collaborative's vision of how various populations of low-skilled adults living in the region will enter our career training pathway, receive the education, support services and career training needed to move along the pathway, and eventually gain self-sustaining employment at MGM Springfield or elsewhere in the hospitality/culinary/food service industry in the region.

Springfield Public Schools Ahead of the Game Program

Target Population	Low-skilled adults without high school credentials
Work Ready Pipeline Entry Point	Springfield Public Schools Ahead of the Game Program
Output	Approx. 100 adults
Outcome	Students will have completed their ABE courses and taken their GED/HiSET test
Next Step in Career Pathway	Employment and/or enrollment in postsecondary program at HCC or STCC

The *Ahead of the Game* program was developed and designed for adult students to develop transferable academic, technical, and employability skills resulting in an increase of employable residents in the region. Funding from the previous Community Mitigation Fund has allowed SPS to launch of the Ahead of the Game program in January 2018. An expected outcome of 100 adults remains the goal for the fourth year of funding. The continuation of the program will allow for approximately 100 low-skilled low-income adult students to gain valuable skills and move towards casino related careers, local careers throughout the community, and post-secondary programs that will eventually lead to gainful employment.

Through the Springfield Adult Education Center, students receive education, career, and technical support to maximize their potential, and long-term employment goals. A wide variety of resources will be available to participants including basic literacy, basic mathematics, high school equivalency test preparation and testing (GED), adult diploma program, English for Speakers of Other Languages (ESOL), job skills (interview and resume writing), work readiness training, and computer literacy.

Upon completion of the Ahead of the Game program, adult students will have made progress in our program and have completed their required ABE courses, taken the GED/Hi-Set test, enrolled, and been

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accepted into a post-secondary training course, and/or have successfully secured long-term employment. To better meet the needs and schedules of our adult population, courses are offered both during the day and at night. The Ahead of Game program plans to serve approximately 100 adult students in the coming year.

The funds requested by SPS will be used for classroom teachers working with residents enrolled in adult education to pursue MGM related careers and local employment. As part of our classes SPS will invite HCC, STCC, and MGM to come in and present to student's information on the various programs and job opportunities available at their campuses. To enhance our collaboration, SPS will continue to work towards preparing a cohort to be ready to move through our partners pathways. In addition, funds will also be used as scholarships to pay HiSET and GED testing fees.

Timetable: The Ahead of the Game proposed schedule of classes can be seen in the attached calendar.

Springfield Technical Community College – Hampden Prep

The Springfield Adult Learning Center (SALC)'s Hampden Prep program, under the auspices of the Springfield Technical Community College (STCC) Workforce Development Center, will offer high-impact training to low-literacy adults in Hampden County to assist them in increasing their opportunities to and understanding of employment and education.

The SALC Hampden Prep program provides adults with computer use skills, practice, and digital literacy skills to develop basic to intermediate level computer use/digital skills. The program focuses on job readiness skills, which include support and practice on online job searches, online job applications, online interviewing and practice, resume and cover letter creation and practice, and email and social media etiquette. Computer access to career goal development, career exploration, virtual job shadowing, and financial literacy exploration support students' development of personal career goals and a career path toward employment or additional education.

Students without a High School Equivalency (HSE) often have low-level reading, math and writing skills, which limit their employability. This intervention will give students the opportunity to begin working on their reading, math, and writing skills while improving their computer use. Increasing critical thinking skills, reading skills, math skills, and assisting students in their pursuit of their High School Equivalence certificate greatly improve a student's ability to obtain higher wage jobs. The program will also serve adults who already have a High School Equivalency (including graduates of STCC's HSE program), but whose lack of digital literacy skills are a barrier to employment.

In order to increase access and success in class, an ESOL Tutor/Classroom Assistant will support students with language barriers and vocabulary development. In addition, the College will provide an accelerated, four week, HSE Test Prep Class during Summer and Winter sessions to students with at least a 9.0 grade level equivalence. Students in this course will have a 1 hour, five days a week Computer Skills class in addition to Department of Elementary and Secondary Education HSE classes.

Often adults without a HSE have lived in poverty and without opportunities to acquire knowledge of conflict resolution, relationships with supervisors and co-workers, professionalism in the workplace or

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learning environment, time management, self-advocacy, workplace language, and other essential skills. Advisors will conduct workshops and provide practice using these skills in workplace scenarios or projects. These discussions will give students opportunities to problem solve and use critical thinking to create and explore situations and solutions.

To support students in developing skills in their career pathway, we offer a variety of training opportunities with nationally recognized certificates. Both Northstar Digital Literacy and Microsoft Office Suite Specialist offer certificates for computer skill development. Northstar Digital Literacy is a basic to advanced skills tool for all students as they develop skills in using a computer and understanding the use of the computer.

The Microsoft Office Suite Specialist certificate is available to students who want to pursue a career pathway that recognizes the importance of this certificate. Both ServSafe Food Handlers and ServSafe for Managers are certificates for the hospitality industry and will be available to students with interests in these careers. Students working in the food industry will be encouraged to take ServSafe for Managers to add to their resume and skill set, and be referred to the Work Ready 2022 Line Cook training program at the HCC-MGM Culinary Arts Institute. Additional certificates available for students include Guest Service Gold, OSHA 10, CPR and First Aid.

HiSET/GED vouchers will be available to support students in their next steps to education and employment.

Depending on their individual goals and needs, students will be encouraged to continue with Springfield Adult Learning Center, Springfield Technical Community College non-credit certificate and degree programs, and/or other opportunities such as the HCC Culinary program.

Upon attaining the HiSET/GED certificate, students will have the opportunity to enroll in a STCC Workforce Development course offering to attain a certificate in areas of regional priority such as Health Care, Manufacturing, Education, Information Technology, and Entrepreneurship.

Advisors will work with the Career Services/Internship Coordinator of the Workforce Development Center, Mass Hire and other community agencies to help students find employment or continue their career/education program.

Recruitment will focus on community members in need of computer skills and job readiness preparation in the Springfield area from low-income families, students with or without a High School Equivalency, under-employed and unemployed adults from SALC waitlist, former students, and community members. The Assistant Director will work with MassHire Springfield and Holyoke to advertise the program as well as advertising through other agencies in the area. The demand for Adult Basic Education classes and the need for digital literacy/computer use is high.

Classes will be scheduled September to June with day and evening cohorts in person and virtually. The goal is to reach 80 to 100 students. The project will offer 8-10 cohorts of 10-12 students throughout the year. Sessions will last six to ten weeks, depending on the calendar and the needs of the cohort.

Outcomes

75-80% of participants will complete one or more of the following:

- A minimum of 6 Modules of Northstar Digital Literacy resulting in at least 6 Certificates per student
- Increased academic gains with pre- and post-assessments with Aztec and Read Theory
- Attainment of HSE certificate
- Enter training, college or HiSET classes, or employment (begin or earn higher wages/earn a promotion)
- Complete a subsidized certificate as chosen by students with Guest Service Gold offered to all students, OSHA 10, CPR and First Aid, Microsoft Office Suite Specialist, ServSafe, Guest Services Gold, and Workforce Development courses in areas such as Health Care, Manufacturing, Education, Information Technology, and Entrepreneurship.
- Increased understanding of employment, career opportunities, job seeking skills, essential skills for employment, online skills for job applications and interviews.
- Create/update a resume, cover letter, and career pathway plan in line with individual goals.

Holyoke Community College Line Cook Training

Target Population	Low-skilled adult job seekers with a GED or HiSET who have identified a career interest in Culinary Arts
Work Ready Pipeline Entry Point	Holyoke Community College
Output	5 cohorts of 12 students -- Line Cook Training (60)
Outcome	Students will meet the requirements for training completion, including attendance, participation, 70% passing grade on quizzes and tests, and skills evaluation by instructor of knife skills and cooking methods. Students who meet the above criteria will qualify for Credit for Prior Learning for HCC CUL 100 (Culinary Fundamentals, 3 credits). Students will study for and have the opportunity to take (and retake) the exam for the ServSafe Food Manager Certification, which is equivalent to 2 college credits at HCC (CUL 111 - Sanitation and Safety).
Next Step in Career Pathway	Employment at MGM or other regional restaurant, hospitality, or food service operation, through intensive job placement support.

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HCC will offer Line Cook Training at the HCC MGM Culinary Arts Institute (CAI) in downtown Holyoke. 90+ hours of training will be delivered to 5 cohorts of 12 students, for a total of 60 slots. This hands-on training simulates the pace and standards of a professional setting, including attendance and punctuality, practical skills demonstration, and preparing and plating meals for real customers. Recruitment will be through pathways from partner community-based organizations, adult education programs, vocational & technical schools, current HCC students and alumnae, as well as from the MassHire Hampden County Workforce Board and MassHire Springfield and Holyoke Career Centers. The course also includes a new component of online job interviewing, using MGM's HireVue system or a mock version, which has been very successful, with 100% of Line Cook trainees participating (see below).

HCC's short-term, non-credit Line Cook training was developed in response to the needs of, and with input from, MGM Resorts Springfield. HCC's workforce development department created the curriculum with HCC Culinary Arts Co-Chairs Professor Warren Leigh (who has served as Lead Instructor since the program's inception in 2018) and Professor Mark Anstel (whose sabbatical leave in 2017 included observation of MGM Resorts culinary training programs in Las Vegas). Professors Leigh and Anstel have worked closely with head chefs at MGM Resorts to align curriculum with MGM's standards and need. (See video of the January 2018 opening of HCC MGM Culinary Arts Institute here: <https://www.hcc.edu/alumni-and-friends/the-hcc-foundation/culinary-arts-institute>).

Line Cook training has continuously improved with student and industry feedback. The HCC Culinary Arts program has developed an internal articulation agreement which grants successful completers of the program 3 college credits for HCC Culinary 100 (Culinary Fundamentals I). In addition, 2 credits are awarded for ServSafe. The emphasis, however, is on employment.

Training is more than 60% hands-on, with students participating in cooking and plating meals in a high-volume setting through events open to the public, or (under COVID conditions), preparing meals to be distributed to those who are food insecure in the community. In addition to ServSafe, Product Knowledge, Culinary Math, and Fundamentals of the Culinary Industry, the course emphasizes Knife Skills, mise-en-place, and cooking methods for Fish, Meat, Poultry, Vegetables, Stocks and Sauces, and Dessert Basics.

We plan to run 5 cohorts of Line Cook training through the fy 22 Community Mitigation Fund award (if funded), plus additional culinary training through our DESE-funded ESOL Culinary and Hampden County Sheriff's Department grants. Line Cook cohorts will be offered fall, winter and spring, with both day and evening options available (for example, 2 evening and 3 daytime cohorts from Sept 22 - June 23).

B. Please identify in detail the manner in which the funds are proposed to be used. Include a timetable for the programming described.

\$500,000 is being requested by the **Work Ready 2022** partnership for programming starting July 1, 2022. An attached budget justification gives details, but the following is a summary:

Collaboration (Managed by Holyoke Community College for the partnership):

On the unanimous agreement of all partners, we are proposing to continue to strengthen our

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Collaboration and continuous improvement toward shared outcomes by sustaining the role of the Assistant Project Collaborator. This position will be supervised by the HCC Assistant Vice President for Adult Education and Workforce Development, and funded through HCC as the Lead Agency:

Assistant Project Coordinator, Collaboration (HCC)

- Personnel - 814 hours @ \$35/hour, 18.5 hrs/week x 44 weeks = \$28,490
- Fringe - \$482

Holyoke Community College – Line Cook Training:

- Personnel (Advising and Instruction) - \$126,690
- Fringe - \$2,575
- Supplies and Materials - \$35,436
- Other (marketing) - \$4,000
- Total Direct Costs (Collaboration and Line Cook) = \$197,674
- Indirect (10%) = \$14,826
- TOTAL = \$212,500

Springfield Public Schools – Ahead of the Game:

- Personnel (Teachers) - \$66,000
- Stipends: \$8,300
- Fringe - \$19,000
- Scholarships - \$5,000
- Total Direct Costs = \$98,300
- Indirect (2.65%) = \$2,600
- TOTAL = \$100,900

Springfield Technical Community College – Hampden Prep:

- Personnel (Director, Asst. Director, Instructors, Advisors, Tutors) - \$102,056
- Fringe - \$8,544
- Supplies and Materials - \$2,691
- Other Costs (Certificates, laptops, buss passes, Hiset Vouchers) – \$49,500
- Total Direct Costs = \$162,791
- Indirect (7.5%) = \$12,209
- TOTAL = \$175,000

Hampden County Workforce Board:

- Evaluation Services - \$2,000

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New North Citizens Council:

- Outreach and Recruitment - \$4,800

Springfield Works:

- Outreach and Recruitment - \$4,800

Total of this Request: \$500,000

Timeline: All programs will operate from July 2022 to June 2023, following academic calendars. Preparation, contracting, coordination meetings, and reporting will occur starting July 1, 2023.

C. Please describe the deliverables, including number of individuals to be served, number of hours, projected outcomes, location of program, cities and towns served.

The following tables show program location and hours, as well as projected outcomes per program component of ***Work Ready 2022***:

PROGRAM LOCATION AND HOURS			
Program	Program Location	Cities/Towns Served	Program Hours
SPS Ahead of the Game	Springfield Adult Education Center located at 204 Boston Road, Springfield, MA	Springfield, Holyoke, and surrounding communities	Classes will be held Monday, Tuesday, Wednesday, and Thursday, and will be approximately 3 hours in length.
STCC Hampden Prep	Springfield (STCC Campus)	Springfield, Holyoke, and surrounding communities	Classes will be scheduled September to June with day and evening cohorts in person and virtually. The goal is to reach 80 to 100 students. The project will offer 8- 10 cohorts of 10- 12 students throughout the year.
HCC Line Cook	Holyoke (HCC MGM Culinary Arts Institute, 164 Race	Springfield, Holyoke, and surrounding communities	90+, day and evening cohorts available fall,

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	Street)		summer, winter, and spring.
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PROJECTED OUTCOMES					
Program	Enrollment	Completion	Certificates Offered	# Students Earning Certificates (including HiSET)	Job Placement
SPS Ahead of the Game	75-100	Ca. 50	HiSET (High School Equivalency)	Ca. 30	21 Post-Secondary Enrollment/Job Placement
STCC Hampden Prep	80-100	75-80	North Star Digital Literacy, Guest Service Gold, HiSET, ServSafe Food Handlers, ServSafe Manager, Microsoft Office Suite Specialist and Managers, OSHA-10, First Aide/CPR	60–80 students earning certificates	Most students will continue their education for the HiSET. After HiSET, 20 students should enter employment, 10 students should retain their current job.
HCC Line Cook	60 (5 cohorts of 12)	48 (80%)	ServSafe Manager, ServSafe Alcohol, Allergen), noncredit Line Cook Certificate, CUL 100 and CUL 111 Credit for Prior Learning	45 (75%)	45 (75%)

D. Please provide information regarding any meetings (include dates) and communications with Licensees and related industries regarding specific workforce needs and what feedback they provided.

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As described above, HCC, STCC, and SPS are in regular contact with MGM Resorts Springfield, both directly as it relates to program implementation and planning, and through collaborative regional initiatives including Springfield WORKS, an initiative of the Pioneer Valley Economic Development Council.

In preparation for this proposal, the partners met with Jason Randall, Director of Human Resources, MGM Resorts Springfield, and Marikate Murren, Vice President of Human Resources, Northeast Group, on January 21, 2022 to discuss MGM's overall hiring needs. In this conversation, Mr. Randall and Vice President Murren re-emphasized that MGM's primary need is for Cooks and that Job Readiness and Customer Service skills continue to be important. In a followup email, Mr. Randall provided the vacancy data cited earlier.

The needs of MGM – candidates with high school credentials, Job Readiness skills, digital literacy skills (including online interview skills), and customer service, with an occupational focus on Line Cook training, are reflected in the design of Work Ready 2022.

Through our Collaboration activities, MGM has become even more directly engaged with students. In the current fy 21 Award Year, this engagement has broadened beyond HCC Line Cook trainees to students in STCC Hampden Prep and SPS Ahead of the Game as well.

During each cohort of line cook training, including HCC's non-credit grant funded line cook, ESOL line cook and HCSD line cook, a representative from MGM is invited to speak to all students about the exciting employment opportunities MGM has to offer within the company, and specifically to detail the career pathway for interested line cook/culinary candidates. Upon completion of the presentation, students are encouraged to participate in a mock interview session using MGM's HireVue platform. These recorded interviews are used to help students enhance their interview skills and become more comfortable with the interview process and with using technology to apply for online positions. Additionally, the HCC staff who are assisting the students with the HireVue process are teaching them MGM's preferred STAR method of answering interview questions. They also encourage them to do their very best as it may lead to an actual interview and employment with MGM. Participation data is being collected to demonstrate the number of students reached and introduced to MGM.

In Q2 of fy 21, the HCC line cook cohort attended the first in-person tour of the MGM culinary/kitchen facilities since the pandemic in downtown Springfield. The purpose of this on-site visit was to help students connect classroom learning to practical applications, thus enhancing the classroom experience and get them excited about MGM. Experiencing MGM generated a great deal of interest in potential career pathways and students responded positively to the experience. MGM Chef Omar Echeverria gave a personal tour of the facility and shared his love for the industry. This MGM field trip engaged students as many of them observed, for the first-time, potential job opportunities in the culinary field upon completion of the training program.

Additionally, Jason Randall, Director of Human Resources at MGM gave a presentation on career pathways and professional development which complimented the curriculum students learned in the

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Professional Development Workshops at HCC. A strategic collaborative effort to incorporate the MGM experience into the professional development workshops continues to evolve. For example, the MGM job description is used as a case study so students can determine what credentials and skills they must have to qualify for employment.

MGM Engagement	Q1	Q2	Q3	Q4	Total Q1-Q4
# MGM Info Sessions held	2	4			6
# participants in MGM Info Session	18	81			99
# participants in MGM HireVue sessions	14	18			32
# participating in HireVue follow-up sessions	11	16			27
# participants who applied to MGM	2	2			4
# participants who interviewed with MGM	0	1			1
# participants who gained employment at MGM	0	1			1

Thus, the partnership has gotten MGM Human Resources professionals in front of nearly 100 students already in fy 21, however this has led so far to only 4 applications, 1 interview, and 1 hire. So there is still much to be done! Preliminary surveys of students who chose not to apply to MGM indicate that for many job seekers, it can still be an intimidating prospect to apply to an internationally known company. HCC is working with MGM on further strategies to “demystify” MGM for students, including continuing to make field trips to MGM a feature of every post-pandemic Line Cook cohort, having MGM chefs as guest instructors in our Line Cook trainings, and developing an internship strategy for MGM’s South End Market location, which is no longer part of their union contract, thus creating an opportunity for internships that did not exist before.

E. Please provide detailed budget(s).

Please see the attached Budget Justification for a full line-item description.

F. Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of mitigating the impact from the operation of a proposed gaming establishment.

As an example, please see an attached MOU between Holyoke Community College and Springfield Public Schools that includes Scope of Services, Responsibilities, Conditions of Compensation, invoicing, and amendment procedures.

4. COLLABORATIVE PARTNERS

A. Please list any collaborative partners and subgrantees. Define the roles of each entity.

Holyoke Community College (HCC): HCC, the lead agency on this project, began in 1946 as the city-sponsored Holyoke Junior College, a fledgling institution that flourished thanks to the perseverance of its small but dedicated staff. Dr. George Frost, the school’s founder, scavenged chalk, erasers, and

pencils for the part-time faculty (many of whom were professors at the area's prestigious four-year college and universities), who taught classes in the borrowed quarters of the Holyoke High School building. Innovation was, and continues to be, a cornerstone of the college's pursuit of excellence.

Today, HCC's 135-acre campus is surrounded by forests and protected watershed land in the heart of western Massachusetts' Pioneer Valley. HCC serves over 9,000 students annually, and provides a variety of recreational and cultural activities, from sports programs to music festivals, for students and community members alike. HCC is widely recognized as a leader in high-quality, affordable pathways to transfer, or immediate entry into the workforce. A federally designated Hispanic Serving Institution (HSI), HCC serves a diverse community with nearly 100 degree and certificate programs, and online, blended, evening, and Saturday classes that accommodate the busy lives of our student population.

As the lead organization, HCC will act as the fiscal agent of Mitigation Funds from the Gaming Commission, including monitoring subawards to STCC and SPS, and will support the coordination, tracking, and reporting of all funded activities.

Springfield Technical Community College (STCC): founded in 1967, STCC is a major resource for the economic vitality of Western Massachusetts. The College is committed to their mission as *"a leader in technology and instructional innovation, transforming lives through educational opportunities that promote personal and professional success."* As the only technical community college in Massachusetts, STCC has a special responsibility for workforce development.

Through strong partnerships with business and industry, STCC provides degree, certificate, certification training, retraining, and skills improvement programs for individuals who seek to succeed in the workforce or to pursue four-year college-level study. As a federally recognized Hispanic Serving Institution, STCC understands the diversity of the region and how to engage underserved and minority populations.

For more than 50 years, STCC has been a leader in the workforce development system of Hampden County. This leadership is evidenced by the number of strong collaborations that have resulted in grants and initiatives previously or currently playing a role in the region's economic development. Two current examples include the recently awarded Working Cities Initiative funded by the Federal Reserve and the ABE/ESOL grant managed by STCC/SALC.

STCC will provide digital literacy and Job Readiness skill training through its Hampden Prep program.

Springfield Public Schools (SPS): Mission: The Springfield Promise - The Springfield Public Schools are world class learning environments that produce 21st century leaders. Our students will graduate from high school College and Career ready. The school district attracts knowledgeable, highly effective, and diverse teachers and principals who want to work in a high performing district. Parents and community members are moving into Springfield for the privilege of sending their students to schools that are thriving in **A Culture of Equity and Proficiency**. Our school system is large and diverse, with approximately 26,000 students, about 4,500 employees, and more than 60 schools. Along with strong

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basic skills programs, enrichment and extracurricular activities also add depth and scope to the overall educational program. Our curriculum is designed to meet the needs of all—not just some—of our students.

SPS will provide HiSET instruction to 100 adults through its Ahead of the Game program.

MassHire Hampden County Workforce Board: the MassHire Hampden County Workforce Board will provide evaluation and interim feedback for this collaborative to ensure that the partner organizations are meeting program benchmarks. The Assistant Project Coordinator for Regional Cooperation will work closely with MHWBHC staff to monitor progress reported on Quarterly Reports, and work toward process improvement, with MHWBHC providing a Summary Evaluation.

Please see attached letters of support:

- HCC – Christina Royal, President
- STCC – John Cook, President
- Springfield Public Schools – Daniel Warwick, Superintendent
- MGM Springfield – Jason Randall, Director of Human Resources
- MassHire – David Cruise, CEO

a. Please list any matched funds or other leveraged resources and program supports provided by local communities, state or private funders or other partners

HCC will leverage \$70,146 in grant funds from the Massachusetts Department of Elementary and Secondary Education (MA DESE) for ESOL Culinary classes, focusing on introductory culinary skills combined with English for Speakers of Other Languages. In addition, we will leverage ca. \$13,000 in MA DESE funding for one cohort of Culinary training in partnership with the Hampden County Sheriff's Department, through the MassSTEP program. Students from these programs have gone directly into employment or continued into Line Cook or HCC credit culinary training and education to further their careers.

HCC has used previously awarded Carryover funds to develop curriculum for Hotel Front Desk and Hotel Room Attendant training, which will be piloted in Q3 of Award Year 2021. As noted in prior year proposals, HCC was able to attain other funding for the purchase of equipment to outfit a Model Hotel room which serves as classroom and lab, as can be seen in this very recent (January 27) news story: <https://www.wwlp.com/news/local-news/hcc-offering-free-hotel-industry-training/>

HCC will continue to offer Hotel Front Desk and Room Attendant training through other resources, given the critical focus on Line Cook training for MGM.

STCC: Springfield Technical Community College provides HiSET for 155 seats through MA DESE funding, through its Springfield Adult Learning Center.

SPS: Springfield Public School's matched and leveraged funds on the Ahead of the Game program will

consist of the following:

- The Springfield Public Schools funds part time teachers for both programs (Adult Basic Education classes and ESOL classes).
- The district funds a case manager dedicated to Ahead of the Game students.
- The WIDA screener for the Ahead of the Game ESOL students. The WIDA Screener is an English language proficiency assessment that helps educators evaluate a student's English language ability.
- The district has a dedicated Information Technology analyst overseeing the creation and collection of all data relevant to the adult learners participating in the Ahead of the Game program.
- Springfield Public Schools provides bus tokens to students as needed.
- The district has an assigned a project manager to oversee the Ahead of the Game program. The project manager has dedicated many hours that involves planning and overseeing the grant objectives. Working many hours with the dedicated staff at the Springfield Adult Education Center ensuring knowledge is transferred to all parties involved with the program.
- We have provided textbooks, classroom supplies and testing materials.
- The Springfield Public Schools funds the locations and office staff for this program.
- The district provides TABE CLAS-E testing for our ESOL students that we use for placement, as well as formative and summative assessments.

b. Please describe your plans to ensure outreach to local and diverse communities.

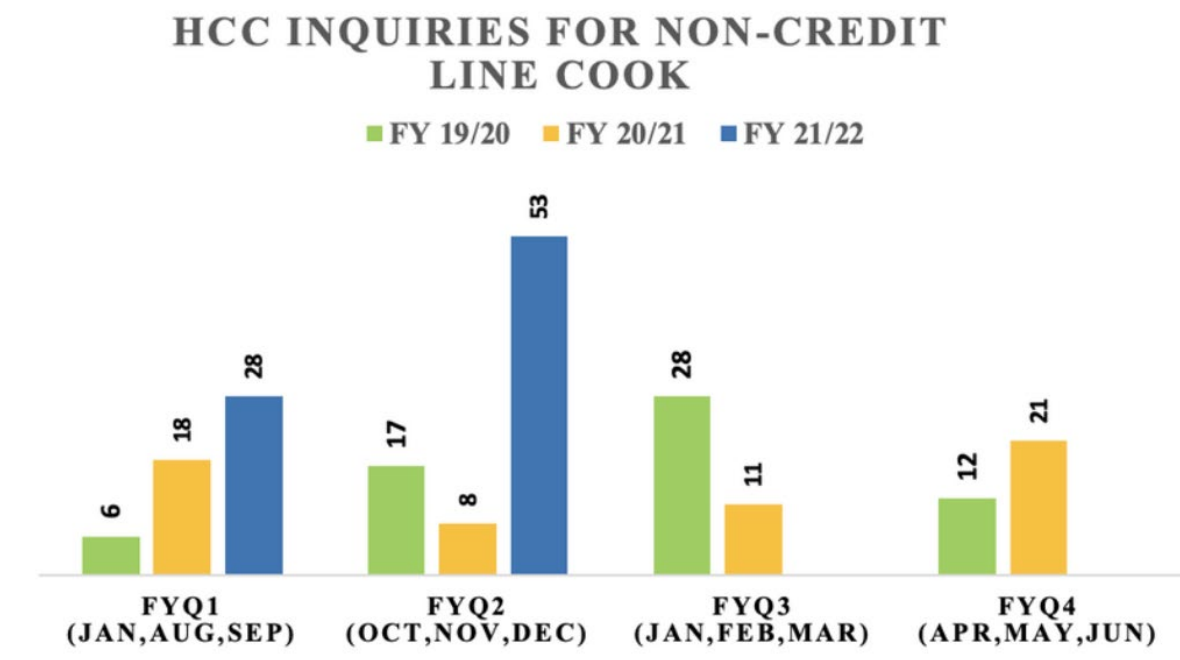
The colleges and Springfield Public Schools have developed recruitment networks, including community-based organizations (CBOs), adult education programs, and Career Centers, to reach the target population of the **Work Ready 2022** program. Strategies include regular information sessions at Career Centers and CBOs, tabling at community events (if public health conditions allow), website advertising, flyers, and on-line forums (Craigslist) and social media.

We meet candidates where they are, and work with them along a continuum of services to prepare them for successful entry or re- entry into the workforce, on a career pathway in a high-growth industry. The MassHire Career Centers of Holyoke and Springfield are primary recruitment partners with the MassHire Hampden County Workforce Board. The Springfield and Holyoke Career Centers host regular information sessions on workforce training programs (twice monthly at MassHire Holyoke and weekly at MassHire Springfield), and career counselors refer customers to **Work Ready 2022** programs.

As Lead Agency, HCC subcontracts with New North Citizens Council and Springfield Works to reach deeply into underserved communities for direct community outreach.

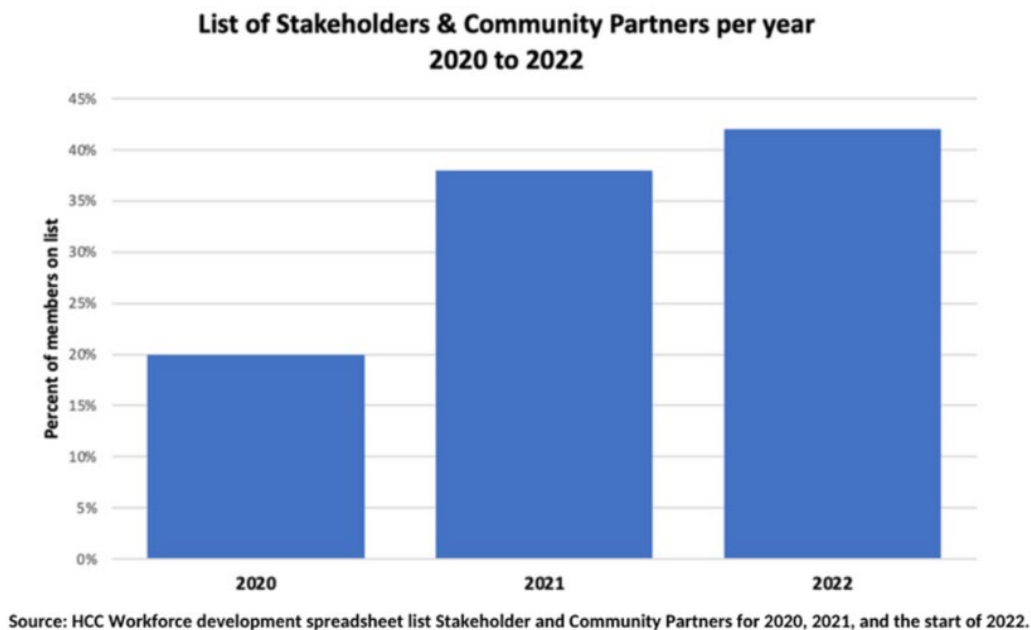
Line Cook Recruitment As we have emerged from the pandemic, and despite the interruption of the Omicron outbreak (which did not disrupt our training schedule, but has produced some hesitancy in the workforce), HCC has been aggressive in directing resources to Marketing, Outreach, and Recruitment. Our proposed budget for Line Cook training includes funds for Marketing, and for

subcontracting with community organizations (Springfield Works and New North Citizens Council) for direct community outreach (distribution of flyers). With the addition this year of an Assistant Project Coordinator, we are engaged in deep planning for outreach to the community to identify applicants who are (to use our partner Springfield Works’ phrase) “ready, willing and able” to participate in training and go to work. This includes seeking innovative partnerships with other service providers. An example of this is a newly developing collaboration with Viability, a disability-serving organization, who will provide in-class support to clients with disabilities participating in Line Cook training (MGM has a strong track record of inclusiveness of people with disabilities). We are adding an additional Job Placement Assistant and a Bilingual Outreach Assistant to our team this year (these new positions are also reflected in the 2022 budget). This has resulted in an increase in inquiries to the program over the first two Quarters of fy 22, as shown in the chart below:



Source: HCC Workforce development spreadsheet tracking all Line Cook inquiries for 2019 to 2021.

We fully expect this trend to continue over Quarters 3 and 4, and into next year. In addition, we have enlarged the number of stakeholders with whom we are engaging on recruitment, as reflected below:



For a recent news feature on our Line Cook training, see here;
<https://www.wvlp.com/news/holyoke-community-college-offers-free-line-cooking-course/>

MEASUREMENT OF IMPACT

A. How will you measure the effectiveness of the proposed project in mitigation impacts? How will you provide the data for reporting? Include indicators proposed to measure results.

We will measure the effectiveness of the proposed project according to the outcome goals of this proposal, as reflected in Quarterly Report data: Enrollment, Completions, Placement, and average wage. In addition, we will track the number of outreach events and attendees, and our engagement with MGM Resorts Springfield. Through our Collaboration we will tighten data collection and reporting, and determine the feasibility and efficacy of tracking additional process measures, which may include success in meeting diversity goals, yield from various outreach strategies, and referrals from career centers. In addition, we plan to define continuous improvement strategies to increase program effectiveness, and connections between programs. As an example, the current year data for Quarters 1 and 2 is presented here:

	Q1	Q2	Totals Q1-Q4
# of Students/participants who are	Jul 1, 2021-	Oct 1, 2021-	FY 2022

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	Sep 30, 2021	Dec 31, 2021	
Enrolled in line cook training	24	20	44
Completed line cook/culinary training	21	14	35
Certificates in other areas (ServSafe, Guest Service Gold, OSHA 10, SS MGR, SS Alcohol & SS Allergen, AEHLEI, Kitchen Cooks etc)	60	42 L	102
Placed after training	11	6	17
Employed residing in host/surrounding communities	NA	NA	NA
Wage range for hired participants \$	\$14.50-\$24	\$14.50-\$24	\$14.50-\$24

6. INTERNAL CONTROLS/ADMINISTRATION OF FUNDS

A. Please provide detail regarding the internal controls that will be used to ensure that funds will only be used to address the impact

Holyoke Community College, as the lead agency, has the financial capacity, internal controls, and commitment to support the proposed collaborative project. Our primary partner agencies and past Mitigation Fund awardees – Springfield Technical Community College and the Springfield Public Schools - also have the financial capacity, internal controls, and commitment to implement and oversee the project.

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HCC successfully oversees over \$7 million in grant funds each year, including multiple awards from the MA Department of Elementary and Secondary Education and MA Department of Higher Education. The college has overseen several collaborative grant projects through the cycle of proposal development, submission, awarding, implementation, reporting, compliance, and closeout. In addition, HCC has many years of experience in successful financial management and implementation of new initiatives, especially within workforce development. This includes the creation of TWO with our sister institution, STCC, to decrease competition and repetition between the two colleges and to better meet the needs of employers and job seekers in Hampden County. HCC also has had extensive experience and a record of accountability for federal programs including awards from the National Science Foundation and from the Departments of Justice, Education, and Housing and Urban Development.

Under the supervision of the Vice President of Administration and Finance, the HCC Comptroller directs the Assistant Comptroller and grant accountants in the careful and responsible management of state, federal, and private funds. The Comptroller, Assistant Comptroller and/or grant accountant from this office will work directly with the Assistant Vice President of Adult Education and Workforce Development (Kermit Dunkelberg) to ensure Mitigation funds are expended on a timely basis and follow all procurement procedures of the College, as well as for subcontractors.

Upon notification of the award, the HCC Comptroller will establish a separate account in the general ledger for Mitigation funds, showing funds budgeted in each category. Quarterly, the Assistant Vice President will be provided with a financial status report reflecting by line item, the amount budgeted, expenditures to date, and encumbered and uncommitted funds. The Assistant Vice President, auditors, and administrators will be able to clearly see the relationship between what has been spent and what has been accomplished.

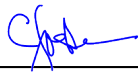
The HCC Assistant Vice President for Adult Education and Workforce Development will oversee and monitor program and fiscal compliance, including tracking of outcome data of participants in the proposed programs. Each partner agency/subcontractor will have a designated staff member to oversee fiscal and data management. A full Memorandum of Understanding will be developed with fiscal and programmatic partners if 2022 mitigation funds are awarded.

B. If non-governmental entities will receive any funds, please describe what reporting will be required and how the applicant will remedy any misuse of funds.

All partners (two community colleges, 1 public school system) are state agencies. See above for controls.

7. CERFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY

On behalf of the aforementioned municipality/governmental entity I hereby certify that the funds that are requested in this application will be used solely for the purposes articulated in this Application.



Signature of Responsible Municipal Official/Governmental Entity

Curt Foster

Printed Name

Interim Comptroller

Title

1/31/2022

Date

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Comptroller

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Holyoke Community College

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2022 Workforce Development Program Application
Work Ready - HCC/STCC/SPS - Combined New Proposed Budget

Line 1: Personnel

Position	Description	Total Hours	Rate	Total
<i>Collaboration Funding: Part-time Assistant Project Coordinator (Lesley LaMarche)</i>	<i>Works with partner agencies to coordinate recruitment and cross-referrals, track data and document outcomes, analyzes data, and makes recommendations for continuous project improvement. Convenes biweekly partnership meetings. 18.5 hrs/wk x 44 weeks</i>	814	\$35	\$28,490
<i>Total Personnel</i>				\$28,490

Line Cook Training: 90 Hours - 5 Cohorts

Assistant Project Coordinator, Culinary Training (Mo McGuinness)	Coordinates staffing, training and curriculum for all noncredit Culinary/Hospitality training, and alignment across noncredit and credit programs. Employer outreach and engagement. Co-manages relationship with MGM with Collaboration Coordinator.	814	\$35	\$ 28,490
Educational and Career Advisors (1.5@ 18.5 hrs/week x 44 weeks), daytime, evening	Recruitment, intake, advising, job placement services	1221	\$ 30.03	\$ 36,667
Bilingual Outreach Assistant	Bilingual outreach and recruitment, 12 hours/week for 44 weeks (additional hours on other sources)	528	\$ 30.03	\$ 15,856
ESOL or bilingual Instructors/Tutors		100	\$ 30.03	\$ 3,003
Culinary Instructors	Line Cook Training - 90 hrs/cohort x 5 cohorts (includes ServSafe, retakes, and remote didactic instruction)	450	\$70.00	\$ 31,500
Lab Technician	Lab Technician support for Line Cook Instructor	745	\$ 15	\$ 11,175
Total Personnel				\$ 155,180

Line 2: Fringe Benefits

Position	Basis for Cost Estimate	Amount
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	FY21 Full-time Rate (negotiated by State of Massachusetts) 39.5%	\$ 0
	FY21 Part-Time Rate (negotiated by State of Massachusetts) 1.97%	\$ 3,057
	Total Fringe	\$ 3,057
	Total Salary and Fringe	\$ 158,238

Line 3: Supplies and Materials		
ServSafe Books, exam fees	12 students x 5 cohorts (60 students) x \$70 per student	\$ 4,200
Culinary Supplies (food)	5 cohorts x \$5000 per cohort	\$ 25,000
Instructional Supplies	12 students x 5 cohorts (60 students) x \$31.94/student	\$ 1,916
Culinary Uniforms	12 students x 5 cohorts (60 students) x \$73/student	\$ 4,320
	Total Supplies and Materials	\$ 35,436

Line 4: Contractual				
Subcontract - Springfield Public Schools - Ahead of the Game				
Position	Description			Total
Teacher Salaries	Adult Basic education, ESOL, GED/HISET, and the	1full/1part time		\$ 66,000
Stipends/Additional Pay	responsible for planning lessons based on the	\$30x275hrs		\$ 8,300
Scholarships	Scholarships for HISET and GED testing fees	\$105x47		\$ 5,000
Fringe Benefits	Unemployment, Medicare, Health Insurance, Retirement, W/C			\$ 19,000
	workers comp: 1%/Unemployment 1%/medicare 1.45%			
	Retirement: 12%		Subtotal	\$ 98,300
		2.65%	Indirect	\$ 2,600
			TOTAL - SPS	\$ 100,900

Subcontract - Springfield Technical Community College - Hampden Prep				
Positions				
Director, Full Time, (2hrs.week x 52 weeks=104 hrs x \$41.01 hr.)				\$ 4,265
Assistant Director, Full Time (8hrs week x 52 weeks = 414 hrs x \$31.79hr)				\$ 13,161
Day Instructor (12.4 hrs. x 51 weeks = 633 hrs x \$30 hr.)				\$ 19,000
Evening Instructor (12.4 hrs.x 51 weeks = 633 hrs x \$30hr)				\$ 19,000
Day Advisor (13.2 hrs x 51 weeks = 671 hrs x \$28hr)				\$ 18,800
Evening Advisor (13.2hrs x 51				\$ 18,800
ESOL Tutor/Assistant (10hrs week x 43 weeks = 430 hrs. x \$21 hr.)				\$ 9,030

Fringe Benefits:		37.49% for Director and Asst. Director		\$ 6,533
		1.97% on all personnel		\$ 2,011
Materials and Supplies				\$ 2,203
Industry Recognized		60 students x \$550		\$ 33,000
Office Supplies				\$ 488
Laptops for Instructors and		\$4,200 x 2 devices		\$ 8,200
Bus Passes				\$ 500
Hiset Vouchers		60 vouchers x \$130		\$ 7,800
			Subtotal	\$ 162,791
Indirect		7.5%	Indirect	\$ 12,209.33
TOTAL - STCC				\$ 175,000
<u>Subcontract - MassHire Hampden County Workforce Board</u>				
Evaluation services (Collaboration)		TOTAL -MHHCWB		\$2,000
<u>Subcontracts - Outreach and Recruitment</u>				
New North Citizen's Council, \$400/month x 12 months				\$4,800
Springfield Works, \$400/month x 12 months				\$4,800
				\$0
TOTAL - ALL SUBCONTRACTS				\$ 287,500
Line 6: Other				
			Total	
Marketing (HCC)				\$ 4,000
Total Other				\$ 4,000
Line 7: Total HCC Direct Costs				\$ 197,674
Line 8: Indirect Costs (Lead Agency):				
	Approved Indirect Cost Rate			Total
Holyoke Community College	7.5%			
Total				\$ 14,826
Line 9: Total Funds Requested.				\$ 500,000

2022 Workforce Development Program Application
Work Ready - Proposed Budget - Component Breakdown

Collaboration funding: Part Time Assistant Project Coordinator (HCC)	\$28,490	
Holyoke Community College - Line Cook Training Program		
Personnel	\$126,690	
Fringe	\$3,057	
Supplies and Materials	\$35,436	
Other (Marketing)	\$4,000	
Total Direct Costs	\$197,674	
Indirect (7.5%)	\$14,826	
TOTAL	\$212,500	
Springfield Public Schools - Ahead of the Game Program		
Personnel	\$66,000	
Stipends	\$8,300	
Fringe	\$19,000	
Scholarships	\$5,000	
Total Direct Costs	\$98,300	
Indirect (2.65%)	\$2,600	
TOTAL	\$100,900	
Springfield Technical Community College - Hampden Prep Program		
Personnel	\$102,056	
Fringe	\$8,544	
	\$2,691	
Supplies and Materials		
Other Costs (certificates, laptops, buss passes, Hiset vouchers)	\$49,500	
Total Direct Costs	\$162,791	
Indirect (7.5%)	\$12,209	
TOTAL	\$175,000	
Hampden County Workforce Board		
Evaluation Services	\$2,000	
TOTAL	\$2,000	
New North Citizens Council		
Outreach and Recruitment	\$4,800	
TOTAL	\$4,800	
Springfield Works		
Outreach and Recruitment	\$4,800	
Total	4,800	
TOTAL of This Request	\$500,000	

303 Homestead Avenue
Holyoke, MA 01040
413.538.7000

Christina Royal, Ph.D.,
President
P: 413.552.2700
F: 413.534.8975
croyal@hcc.edu

January 14, 2022

Joseph Delaney
Chief of Community Affairs
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Dear Mr. Delaney:


As the lead institution of the **Work Ready** partnership, Holyoke Community College is pleased to submit a letter in support to the Massachusetts Gaming Commission's 2022 Community Mitigation Fund for funding under the Workforce Development Program Grant. Acting as the fiduciary agent, Holyoke Community College will administer programs in Hampden County to ensure access to training provided by Holyoke Community College, Springfield Technical Community College, and the Springfield Public Schools that will strengthen and expand pathway programs to careers from Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) programs.

The Goal of **Work Ready 22** is to provide education and career pathways for individuals interested in hospitality, including opportunities in gaming, lodging, restaurant, and banquet operations and various business services. We recognize that many of the persons to be enrolled in **Work Ready 22** will enter at different levels of educational attainment, work history, skills ability, and of course with unique goals and objectives. At the same time, it is important to note that occupations in hospitality, lodging, and food service is the second highest number of persons employed in the region.

To meet these workforce needs, HCC will offer Line Cook Training at the HCC MGM Culinary Arts Institute (CAI) in downtown Holyoke. This hands-on training simulates the pace and standards of a professional setting, including attendance and punctuality, practical skills demonstration, and preparing and plating meals for real customers. Recruitment will be through pathways from partner community-based organizations, adult education programs, vocational & technical schools, current HCC students and alumnae, as well as from the MassHire Hampden County Workforce Board and MassHire Springfield and Holyoke Career Centers.

Together, we can make certain that Hampden County residents have access to in-demand careers at MGM Springfield and other area businesses.

Sincerely,


Christina Royal, Ph.D.
President



HAMPDEN COUNTY WORKFORCE BOARD, Inc.

January 14, 2022

Joseph Delaney
Chief of Community Affairs
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Dear Mr. Delaney:

MassHire Hampden County Workforce Board, Inc. fully supports the **Work Ready 22** application submitted to the Massachusetts Gaming Commission's Community Mitigation – Workforce Development Program.

Work Ready 22 is the continuation of a regional collaboration designed to scale up the size of the region's workforce through high school equivalency preparation and job-specific skills training. During this round of grant funding, the collaborative proposes to intensify its efforts to recruit more participants, increase training in digital literacy, and meet the specific workforce needs of MGM Springfield.

We look forward to partnering with the Program Coordinator to develop marketing, community outreach and creative recruitment strategies. As noted in the application, the MassHire Hampden County Workforce Board will also continue to provide evaluation services for the partnership.

If you have any questions or if you require any additional information, please feel free to contact me at your convenience.

Sincerely yours,

David M. Cruise
President & CEO



MGM SPRINGFIELD
ONE MGM WAY
SPRINGFIELD, MA 01103

413.273.5000
MGMSPRINGFIELD.COM

January 18, 2022

Joseph Delaney
Chief of Community Affairs
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Dear Mr. Delaney:

MGM Springfield is pleased to submit this letter of support for **Work Ready 22**, a program supported by the Massachusetts Gaming Commission's Community Mitigation Fund - Workforce Development Program. Our existing partnership with Holyoke Community College (HCC), Springfield Public Schools (SPS), and Springfield Technical Community College (STCC) has proven to be highly effective in creating and providing career pathway training to support our workforce needs at MGM Springfield.

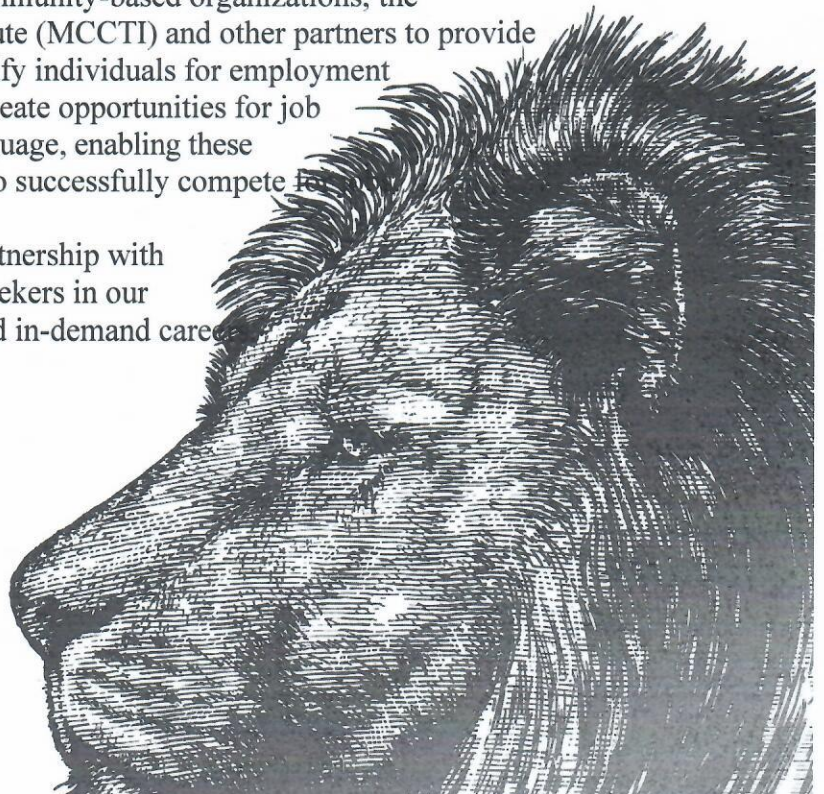
The **Work Ready 22** application is designed to provide specific workplace skills training and stackable credentials to the unemployed, underemployed, and those with limited educational attainment to improve their ability to gain employment. Direct skills training will include line-cook, hotel/hospitality training, and the continued expansion of a pipeline from the Springfield Public Schools' *Ahead of the Game* adult education program to the workforce training programs at HCC and STCC.

In accordance with our Workforce Development Plan, MGM Springfield has worked closely with area colleges, public school districts, community-based organizations, the Massachusetts Casino Careers Training Institute (MCCTI) and other partners to provide training and educational opportunities to qualify individuals for employment in the industry. These programs continue to create opportunities for job seekers in which English is not their first language, enabling these individuals to gain the industry skills needed to successfully compete for

MGM Springfield commits to a continued partnership with HCC, SPS, and STCC to ensure that all job seekers in our region have access to high-quality training and in-demand career

Sincerely,

Jason Randall
Director of Human Resources
MGM Springfield





Central Office
1550 Main Street, 2nd Floor
P.O. Box 1410
Springfield, MA
01103-1410

SPRINGFIELD PUBLIC SCHOOLS - SPRINGFIELD, MASSACHUSETTS

Daniel J. Warwick
Superintendent of Schools
warwickd@springfieldpublicschools.com
Tel. 413-787-7100
Fax 413-787-7171

January 11, 2022

Cathy Judd- Stein
Chair
Massachusetts Gaming Commission
101 Federal Street, 12th Floor,
Boston, MA 02110.

Dear Ms. Judd-Stein,

On behalf of the Springfield Public Schools (SPS), I am writing to express my support of the joint 2022 Community Mitigation Fund, Workforce Development Program Grant Application for Springfield Technical Community College (STCC), Holyoke Community College (HCC), and SPS.

The Springfield Adult Education Center developed and launched the Ahead of the Game program five years ago to provide ABE, English for Speakers of Other Languages (ESOL), and GED/Hi-SET preparation to low-skilled, low-income adults. Community research shows that many residents in the area lack the necessary skills to support successful employment, and that Adult Basic Education (ABE) contributes towards a sustainable society and community. According to the U.S. Department of Education, "Both literacy and numeracy skills pay off for workers, with a strong positive correlation between proficiency and income." Both STCC and HCC offer similar course work and have worked diligently over the last several years creating certification programs specific to casino related positions. Now more than ever we believe that working together toward one common goal will provide a good foundation for us all to build upon and expand to areas of mutual benefit. We recognize that further cooperative efforts between all three organizations can only enhance the work that is already in place. It is particularly important that we actively seek out opportunities to work together rather than separately.

The Springfield Public Schools is committed to working alongside STCC and HCC to provide successful workforce development training across the region. We urge you to support our 2022 Community Mitigation Fund, Workforce Development Program Grant Application to support the adults in our region. We are excited about the opportunity to continue our current programming and believe this funding will promote economic vitality and produce a greater skilled workforce.

Sincerely,

Daniel J. Warwick
Superintendent

January 14, 2022

Joseph Delaney
Chief of Community Affairs
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Dear Mr. Delaney:

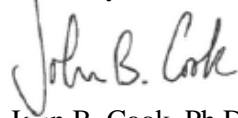
Springfield Technical Community College (STCC) is pleased to submit a letter in support of this application to the Massachusetts Gaming Commission for funding to continue the Work Ready partnership. STCC is committed to raising the city's educational attainment and workforce preparedness.

STCC is one of the largest state-funded adult basic education providers in the Commonwealth and has a history of successfully helping low-skill students transform their lives. Over the last five years, more than 100 STCC students completed the HiSET, more than any other program in the state. This proposed funding will enable STCC to expand the Commonwealth's most successful adult basic education program. Springfield residents will be highly prepared for customer service, hospitality, and gaming positions at the MGM Springfield resort casino. Furthermore, these skills will open doors to gainful employment in other local industries.

To meet the variety of needs of individuals and to have the appropriate training/support capacity, the **Work Ready 22** partnership will offer a pathway approach that builds on the existing successful model. As part of the partnership, STCC will continue to offer instruction focused on digital literacy skills, career exploration, and job/career readiness, led by our Hampden Prep program. STCC will also continue to work with the Assistant Project Coordinator (supported through Collaboration funding) and consortium lead Holyoke Community College, as well as ensure a pathway of services from the Springfield Public Schools' *Ahead of the Game* program.

Together, we can make certain that Hampden County residents have access to the job readiness and occupational skill training resources that can prepare them for a career at MGM Springfield or other area business.

Sincerely,



John B. Cook, Ph.D.
President, Springfield Technical Community College (STCC)

SPS: Ahead of the Game

Timetable: The Ahead of the Game proposed schedule of classes are below:

Springfield Public Schools
Adult Education Center Calendar
Academic Year 2022-2023

HIGHER EDUCATION - ESOL - CAREER

204 Boston Road
Springfield, MA 01109

Adult Ed Center Main Office
 (413) 787-7210
Carmen DeJesus, Case Manager
 (413) 750-2480

Calendar Legend

★	HISET 1st Day of Classes
●	ESOL 1st Day of Classes
◆	HISET/ESOL Last Day of Classes
+	Students Testing (No Effect to C Change)
—	Students No Classes
X	Holiday - AEC Closed (No Class sessions)

September 2022

M	T	W	Th	F
			1	2
X 5	★ 6	● 7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

October 2022

M	T	W	Th	F
3	4	5	6	7
X 10	11	12	13	14
17	18	19	20	21
24	25	26	27	28
31				

November 2022

M	T	W	Th	F
		1	2	3
7	8	9	10	X 11
14	15	16	17	18
21	22	23	X 24	X 25
28	29	30		

December 2022

M	T	W	Th	F
				1
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

January 2023

M	T	W	Th	F
X 2	★ 3	● 4	5	6
9	10	11	12	13
X 16	17	18	19	20
23	24	25	26	27
30	31			

Subject to change

February 2023

M	T	W	Th	F
			1	2
6	7	8	9	10
13	14	15	16	17
X 20	21	22	23	24
27	28			

March 2023

M	T	W	Th	F
			1	2
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	31

April 2023

M	T	W	Th	F
3	4	5	6	X 7
10	11	12	◆ 13	14
17	18	19	20	21
X 24	25	26	27	28

May 2023

M	T	W	Th	F
★ 1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
X 29	30	31		

June 2023

M	T	W	Th	F
				1
5	6	7	8	9
12	13	14	◆ 15	16
19	20	21	22	23
★ 26	27	28	29	30

July 2023

M	T	W	Th	F
3	X 4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	◆ 27	28
31				



204 Boston Road
Springfield, MA 01109

Adult Ed Center Main Office
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+	Students Testing (Subject to Change)
=	Students No Classes
X	Holiday - AEC Closed (No Class ses)

Memorandum of Understanding

by & between

Springfield Public Schools and
Holyoke Community College

This Memorandum of Understanding (MOU) is between Holyoke Community College (HCC) and Springfield Public Schools (SPS) for administration of the 2018 Community Mitigation Fund Workforce Development Grant (Grant). HCC is serving as the Contract Manager for this grant; therefore, required accounting, grant reporting, and related administration will be facilitated through HCC for all three collaborating organizations.

I. BACKGROUND

On June 7, 2018, The Massachusetts Gaming Commission (MGC) awarded “HCC workforce development funds in the amount of Three Hundred Thousand Dollars (\$300,000) for a Work Ready collaborative curriculum to help elevate the skillsets of unemployed and underemployed.” The award included funding for the following programs:

Gaming School Scholarship Funds	\$60,000 – administered by MCCTI / TWO
HCC / STCC Line Cook Training	\$57,306 – administered by HCC / TWO
Year 2 Ahead of the Game	\$100,000 – administered by SPS
Year 2 STCC / HCC Hampden Prep	\$82,693 – administered by STCC

II. SCOPE OF SERVICES

SPS will continue to coordinate the Ahead of the Game Program. The program is “designed for adult students to develop transferable academic, technical and employability skills resulting in an increase of employable residents in the region.” The details are included in Appendix A.

303 Homestead Avenue
Holyoke, MA 01040
413.538.7000

III. RESPONSIBILITIES

SPS responsibilities:

1. Administer the Ahead of the Game Program as outlined in the Grant and approved by the MGC.
2. Maintain accurate and timely program related data to be submitted to MGC, through HCC as the Contract Administrator.
3. Submit process reports to HCC in the format and schedule as required by the conditions of the Grant award.
4. Provide ad hoc information when requested by MGC.
5. Submit detailed invoices that reconcile to the approved Grant budget.
6. Provide HCC updates for any changes sought to the program as outlined in the Grant Application.

HCC responsibilities:

1. Comply with reporting requirements as outlined in the Grant approval.
2. Reimburse SPS based on invoices submitted.
3. Communicate ad hoc requests and reporting requirement in a timely manner.

IV. SUBCONTRACTOR OUTCOMES

1. See Appendix A

V. CONDITIONS OF COMPENSATION

SPS will be reimbursed a maximum of \$100,000 as outlined in the grant application and summarized in Appendix A "Overview of Ahead of the Game Budget and Goals". Invoice should include budget level detail and should be sent to HCC, ATTN: Accounts Payable, 303 Homestead Avenue, Holyoke MA 01040, and emailed to mcabral@twoworks.org (Michele Cabral) as Contract Manager.

Payment to SPS is contingent upon HCC receiving funds and any necessary approvals from MGC.

VI. PROCEDURES FOR RESOLVING DISPUTES

In the event of a dispute, difference of interpretation, or appeal of a decision regarding the terms and/or conditions of this agreement, settlement shall be sought in informal discussion with lead personnel from SPS and HCC.

303 Homestead Avenue
Holyoke, MA 01040
413.538.7000

VII. MOU AMENDMENTS

This Memorandum of Understanding might be amended on the initiative of either party by submitting a proposed amendment in writing to the other party. Agreement to the proposed amendment will also be done in writing with the notice of both parties. Said agreement will not be unreasonably be withheld.

VIII. TERMS OF AGREEMENT

It is understood that neither party to this Agreement is the agent of the other and neither is liable for wrongful acts or negligence of the other. Each party shall be responsible for its negligent acts or omissions and those of its officers, employees, agents or students (if applicable), howsoever caused, to the extent allowed by Massachusetts General Law. This document encompasses the entire agreement of the parties in regard to the 2018 MGC Community Mitigation Fund.

In witness whereof, the parties hereto have executed this agreement:

Springfield Public Schools
Lydia E.
Martinez-
Alvarez
Assistant
Superintendent

Date

Holyoke Community College

Curt Foster, Interim Controller

Date